



State of Washington  
Department of Corrections

# STRATEGIC PLAN

*FISCAL YEARS 2005-2011*

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**Purpose**

*This plan defines major goals and strategies for the future. It is the foundation for renewed focus and the development of new action plans in all parts of DOC. It anticipates leadership, involvement, and talent from across the organization in order to achieve the desired outcomes.*

**Introduction**

I am pleased to submit the Department of Corrections' (DOC) 2005 - 2011 Strategic Plan. This plan addresses the same themes and strategic challenges identified in previous plans and formalized in recent legislation. The plan specifically continues the drive toward a risk-based approach to managing offenders.

There are three reasons for continuing this effort. First, national surveys consistently conclude that citizens want to be safe from violent offenders. The public focuses on violent offenders and so should DOC. Second, the resources to deal with offenders are limited. DOC cannot be all things to all offenders and so must prioritize resources. DOC, therefore, will allocate resources based on offender risk and evidence-based practices. Third, research unequivocally supports a risk-based model for managing and supervising offenders in both the prison and community settings.

DOC's strategic direction for the next six years will focus on the following major goals:

- *Reduce offender risk to re-offend* - So that offenders have the capacity to be successful citizens when they leave prison or jail and return to the community. This starts with a safe and secure prison environment that supports appropriate programming.
- *Reduce victimization* - So that victims are not re-victimized. This requires that communities be willing and have the capacity to participate in the offender's return to the community. Developing such communities starts with DOC reaching out and forming partnerships with victims, citizens, and other criminal justice stakeholders.
- *Enhance organizational capacity and competency* - So that constitutional mandates are adhered to and resources are aligned based on workload drivers, risk, and evidence-based practices, and so that sufficient qualified staff are available to get the work done.

I believe the risk-based approach and related objectives in this plan demonstrate our strong commitment to working together for safe communities. I seek the partnership of the Governor, Legislature, Victim Community, Criminal Justice partners, and the many large and small communities throughout the state of Washington to accomplish this important work. Most importantly, I ask that our partners support and collaborate with the more than 8,200 dedicated and professional DOC employees in their pursuit of excellence, upon which the success of this plan rests.

Sincerely,

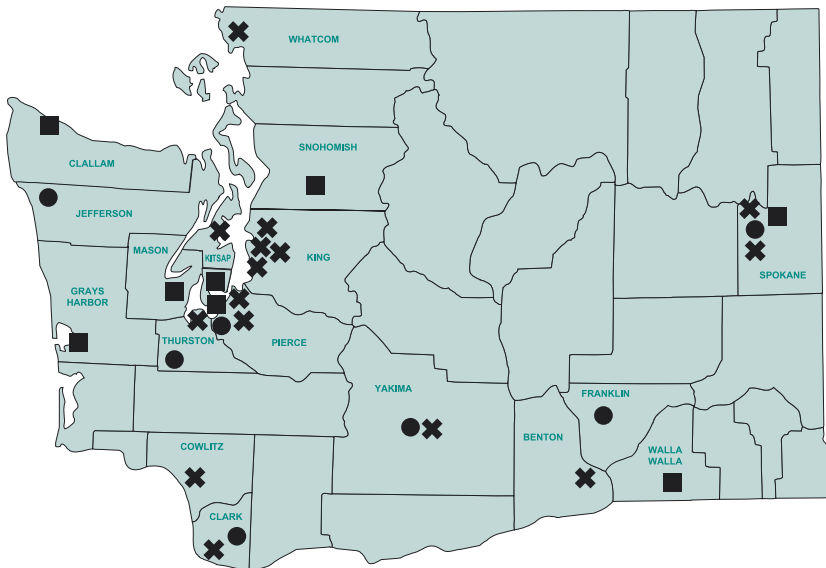


Joseph D. Lehman  
Secretary

## Our Past

The agency we know as the Department of Corrections (DOC) was created in 1981. Over the course of many decades, DOC has increased its presence throughout Washington State. The most notable presence is the eight major institutions, seven minimum institutions, and 15 work release facilities. Community supervision field offices are located throughout the state.

Map of DOC Facilities



Key: Major Institutions ■ Minimum Institutions ● Work Release Facilities X

DOC has built a long-standing tradition of working in partnership with other entities and communities.



**Prior to 1874**, territorial inmates were held in county jails or the old Hudson's Bay Company jail located in Steilacoom.

In 1874, the Legislature established a contract with a partnership to open the first prison in what is now Bucoda. This facility was a two-story wooden structure that housed 93 inmates. The partnership was paid 70¢ per day to house the inmates and received all proceeds from inmate labor.

In 1886, the Legislature authorized construction of the State Penitentiary at Walla Walla on land donated by the citizens of the area. The first inmates were moved there from the Bucoda facility in 1887.

In 1901, the Board of Control managed all the state's public institutions. In 1921, these functions were transferred to the Department of Business Control. Between 1921 and 1971, state correctional facilities were administered in combination with several other functions of state government by a centralized department. In 1971, all functions related to institutions were moved into the new Department of Social and Health Services.

In 1981, the Legislature transferred the administration of adult correctional services to the newly created Department of Corrections. The enabling legislation for DOC is contained in Chapter 72 of the Revised Code of Washington.

**DOC is considered** the final stop in the administration of justice. The justice system includes over 830 police and sheriff departments, prosecuting attorney offices, defense attorneys, Superior Courts, jails, prisons, and state and local probation offices in over 320 small and large communities throughout the state.

By the time a person enters prison to serve a sentence, he or she has had contact with at least four different agencies and public officials. Many times this number is higher.

It has been estimated that the combined local and state cost for the criminal justice system is approximately \$2.5 billion each year. This is almost \$410 per Washington State resident.

**In 2002**, over 305,000 crimes were reported in Washington State communities. In the same year, over 7,240 offenders were admitted to state prisons. Compared to the number of reported crimes, a relatively small percentage of people go to prison.

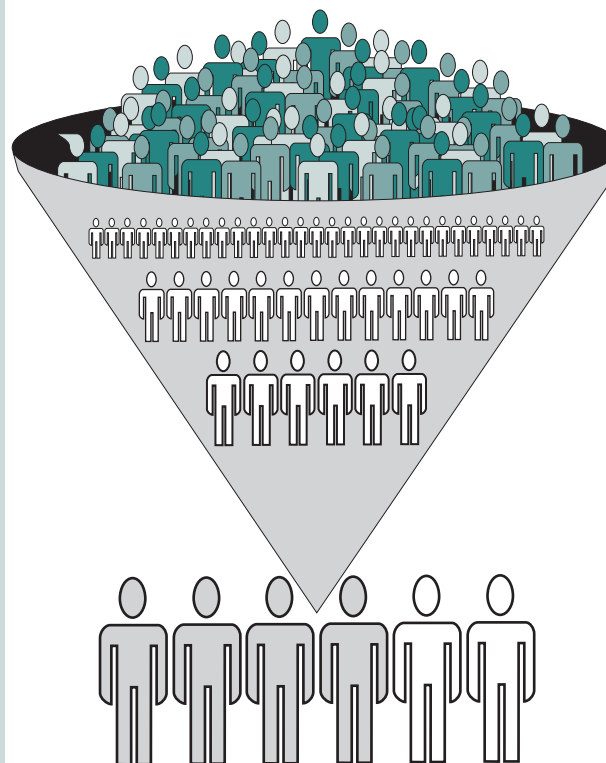
## Our Partners

DOC plays an important part in a complex criminal justice system. The system involves many local and state agencies, officials, and communities. DOC is not the only agency that has a role in public safety, but as a single entity it is perhaps the most visible at the state level.

State and local resources, the demographics of at-risk populations, state laws dealing with sentencing, and the overall success of other social and educational programs can have a dramatic, long-term impact on DOC.

Ultimately, the resources, abilities, and actions of many partnering agencies and communities influence the success and direction of DOC.

## The Criminal Justice System



Nationally, in 2002, only 49 percent of violent crimes and 40 percent of property crimes were reported to law enforcement.

In Washington State, on average:

100 Reported Crimes  
"Resulted in"

26 Arrests  
"Resulted in"

15 Superior Court Filings  
"Resulted in" more than

6 Felony Convictions  
"Resulted in"

4 Sentences served in the community and 2 Sentences served in prison.

The above chart is provided to illustrate the level of activity in relation to the various activities within the criminal justice system. The data was provided by the Administrative Office of the Courts, Caseload Forecast Council, Office of Financial Management, Sentencing Guidelines Commission, and Washington Association of Sheriffs and Police Chiefs.

## The Pressures

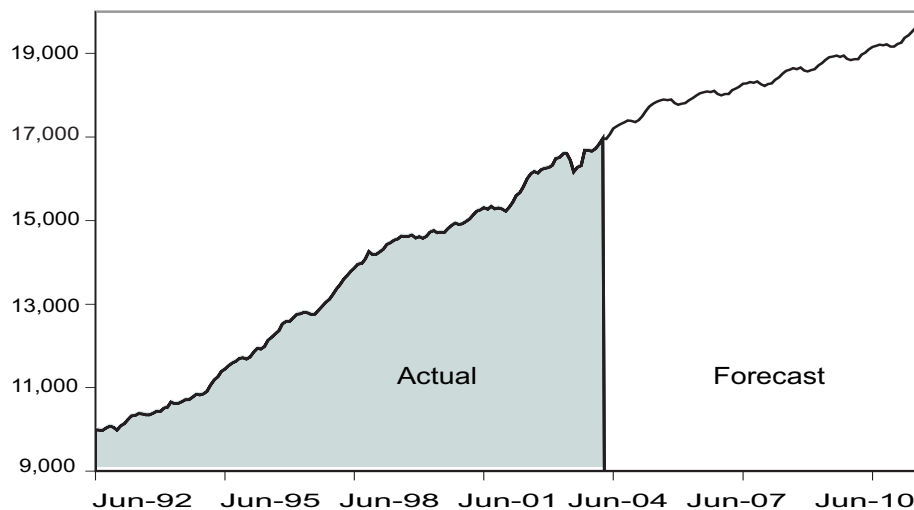
State sentencing laws determine who goes to prison or jail, how long they stay, and who is supervised in the community. This influences DOC's capacity, needs, and services.

Between Fiscal Years 1993 and 2003, the incarcerated offender population increased by about 59 percent, or 6,072 offenders. The total number of offenders on active supervision increased by about 27 percent between 1997 and 2003. DOC's operating budget and capital facilities plan are driven by changes in the offender population and their needs.

Between Fiscal Years 2003 and 2010, the incarcerated offender population is forecast to increase from about 16,450 to 19,360 based on the June 2004 forecast. This is an increase of about 2,900 offenders, or a 18 percent increase.

DOC has the third largest state biennial budget, behind the Departments of Social and Health Services, and Transportation. In addition, DOC is almost entirely supported by the State General Fund. Changing state revenue and expenditure priorities combined with increased total offender populations create unique pressures on DOC and state government.

Washington State Prison Population



The prison population is expected to continue to grow, although at a slower pace than in the past.

### **DOC is responsible**

for all felony and gross misdemeanor offenders sentenced in Washington State Superior Courts. Felony offenders are those individuals convicted of a crime that may receive a sentence of incarceration greater than one year.

In Fiscal Year 2003, there were over 27,200 felony sentences handed down by the Superior Courts. Between 1993 and 2003, the number of felony sentences imposed increased by 44 percent, or 8,348. Over the same time, the state population increased only 14 percent.

Twenty-four percent of felony sentences in 2003 were for crimes against a person or violent crimes, such as assault or rape. Another 33 percent were for drug offenses and the remaining 43 percent were for property crimes, such as burglary, motor vehicle theft, or other crimes such as escape.

It is estimated that approximately 15 percent of the incarcerated inmate population has mental health needs. In addition, as many as 75 percent have some sort of chemical dependency problem.

### **Between Fiscal Years 2003 and 2005,**

*the active community supervision population is forecast to decrease from about 37,750 to 30,650. This is a decrease of about 7,100 offenders, or a 19 percent change.*

### **High-risk offenders**

*receive the greatest attention by DOC. All offenders are screened and classified using the Level of Service Inventory - Revised (LSI-R) risk assessment tool and an additional assessment tool that measures the harm done. These tools assess factors that research has identified as strong contributors to criminality and measure an offender's risk to re-offend.*

*Offenders classified as high risk may:*

- *Have been convicted of a violent crime.*
- *Have been designated a Level 3 sex offender.*
- *Have been designated as dangerously mentally ill.*
- *Have a history of violent or threatening behavior.*

### **High-risk offenders**

*have increased as a proportion of the community supervision population since the implementation of new sentencing laws. Between June 30, 2003, and June 30, 2004, high-risk offenders went from 40 percent of the community supervision caseload to almost 50 percent.*

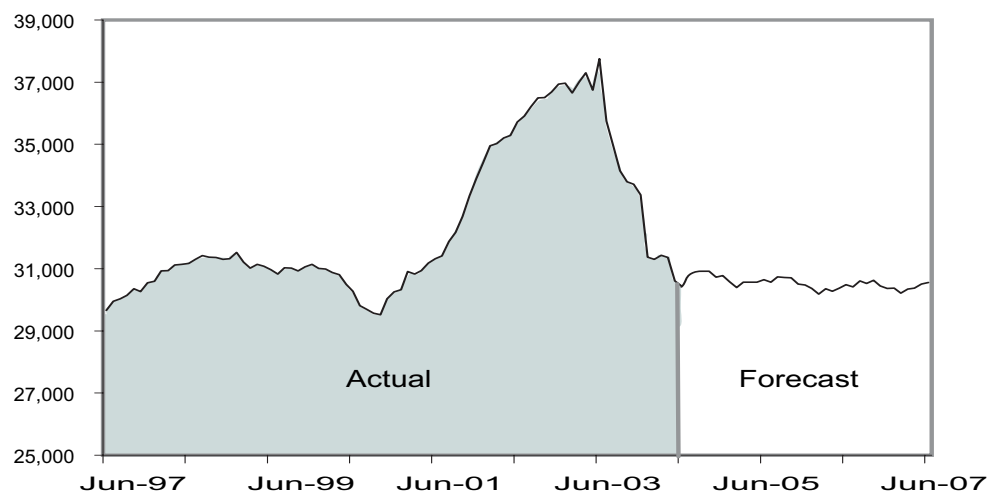
## **The Priorities**

In the last five years, DOC and state lawmakers have moved to a risk-based system for managing offenders.

- In 1999, the landmark Offender Accountability Act (OAA) was passed (E2SSB 5421). The central element of OAA is for DOC to deploy resources to offenders who pose the greatest risk of re-offending and causing harm in the community. In the same year, Drug Offender Sentencing Alternative (DOSA) eligibility requirements were expanded (E2SHB 1006) which enabled short prison stays for certain offenders.
- In 2002, the Legislature passed sentencing changes (2SHB 2338) that reduced prison sentences for certain low-risk drug offenses and redirected resources to substance abuse treatment programs. These changes were implemented in 2003.
- In 2003, the Legislature eliminated community supervision for certain low-risk offenders and shortened prison stays by 17 percent for some low-risk prison inmates (ESSB 5990).

The priority is to target proven and effective supervision strategies toward identified high-risk offenders. The higher costs for these activities is offset by reducing low-risk offender caseloads in prison and the community so that the resources can be re-directed to those offenders who have been determined to have a higher risk of re-offending.

### **Washington State Active Community Supervision**



Recent changes in state law resulted in a reduction in the community supervision population.



## DOC Values

- **Staff as our greatest asset** - We are committed to the personal and professional development of our staff and actively seek staff involvement and a shared sense of commitment and service at all levels.
- **Professionalism and quality of service** - As correctional professionals, we demonstrate our commitment through competency, accountability, and pride in work.
- **A safe, healthy work environment** - We are committed to providing a safe and healthy environment for staff and offenders.
- **Respect for individuals** - We recognize the diversity of individuals and their contributions and we strive to treat all people - offenders, staff, and public - with dignity and understanding.
- **Clear, open, honest communication** - We encourage communication that promotes unity, productivity, and understanding.
- **People's ability to grow and change** - We acknowledge that people - offenders and staff - have the need and ability to grow and change and we support their endeavors.
- **Community interaction** - We encourage positive interaction with the community as we strive to promote public safety, community protection, and public understanding.

## DOC Core Operating Principles

- **Evidence Based** - What does the research say? DOC strives to base its programs, activities, and policy decisions on best practices and valid and reliable research findings. We keep current with new approaches and theories and apply what we have learned.
- **Quality Focused** - How can we get better results? DOC embraces the principles of total quality management. We encourage employees to solve problems and make recommendations for improving the services we provide.
- **Measure Performance** - What are the measures of success? DOC strives to develop, collect, and monitor meaningful performance measures to better define success and track our progress. We use performance measures to identify priorities, develop strategies for improvement, and determine targets for success.
- **Communication** - How will we tell others? We will tell our story in ways that clearly define who we are, what we do, and the difference we make. DOC is committed to providing timely information that conveys our challenges and successes.

**Today, DOC employs** over 8,200 men and women to administer, supervise offenders in the community, and manage more than 16,600 offenders housed in 15 institutions and 15 work release facilities. In 2003, DOC began renting beds in local jails and other jurisdictions to address the state's bed capacity shortfall. DOC currently rents 570 beds from other jurisdictions. As of June 2004, there were over 33,600 active supervised offenders in the community.

**DOC employees** crafted their value statements in 1987. The statements were developed to articulate the principles that guide our behavior and the vision to shape our future. These values have remained unchanged since that time and are a testament to the dedication and vision of our employees.

**Every initiative** undertaken by DOC is based on continuous activities of research, quality, measurement, and communication. We believe these activities are essential for an organization to successfully adapt to change and meet future challenges.

We use these principles to guide and inform us in the pursuit of departmental excellence and professional growth. We make these principles part of our organizational culture.



**Agency Structure**

*DOC consists of three offices:*

***Office of the Secretary***

*The Secretary of DOC is a cabinet-level position appointed by the Governor to administer state adult correctional facilities, community supervision programs, and correctional industries. The Secretary's Office includes:*

- *Community Protection*
- *Government Relations and Constituent Affairs*
- *Public Information*
- *Quality*

***Office of Correctional Operations***

*is responsible for the operation of all adult correctional facilities and the supervision of adult felony offenders in the community and includes:*

- *Community Corrections*
- *Correctional Industries*
- *Emergency Response*
- *Institutional Services*
- *Interstate Compact*
- *Offender Programs*
- *Staff Development and Performance*
- *Work Release*

***Office of Administrative Services***

*provides administrative and support services to all of DOC and includes:*

- *Budget, Research, and Strategic Planning*
- *Capital Planning and Development*
- *Contracts and Legal Affairs*
- *Financial and Management Services*
- *Human Resources*
- *Information Technology*
- *Internal Audit*
- *Risk Management and Safety*
- *Workplace Diversity*

**The DOC Vision**

Working together for safe communities.

**The Mission of DOC**

The Department of Corrections in collaboration with its criminal justice partners, victims, citizens, and other stakeholders will enhance community safety, reduce victimization, and hold offenders accountable through the administration of criminal sanctions and effective correctional programs.

**The Priority of Government**

- To improve the safety of people and property

**Major DOC Goals to Meet Expectations**

- Reduce offender risk to re-offend
- Reduce victimization
- Enhance organizational capacity and competency

**High-Level Outcome Measures**

- Crime rate
- Victimization rate
- Recidivism rate
- Employee retention rate

***The Major Goal...*****Reduce offender risk to re-offend**

DOC is responsible for incarcerating more than 16,700 offenders and the post-release supervision of more than 34,600 offenders leaving jail or prison. We recognize that reducing offender risk starts during incarceration and continues through community supervision. Ensuring a successful transition between confinement and community is an essential part of DOC's work. Enhancing our capacity in this area will improve community safety.

**Strategies for Success**

- Offender behavior is improved through intervention strategies targeting identified risk factors.

***As a result of objectives such as:***

- ✓ Increase high-risk offender participation and completion in Offender Change Programs.
- ✓ Increase mental health services to incarcerated offenders that prevent costlier institutional placement and facilitate re-entry into communities.

- Offender behavior is improved through collaborative strategies involving communities and specific risk management teams in the supervision of offenders.

***As a result of objectives such as:***

- ✓ Increase use of Risk Management team meetings and transition plans for high-risk offenders coming from jail or prison.
- ✓ Expand risk management transition services, including residential and non-residential, for high-risk offenders.

- Offender violations are responded to swiftly and with certainty.

***As a result of objectives such as:***

- ✓ Increasing Community Justice Center (CJC) capacity and use of alternative sanctions.
- ✓ Increase violations adjudicated within policy time frames.

***Research says***

when "we're faced with a higher-risk offender, we need more intensive and extensive services if we are to hope for a significant reduction in the probability of recidivism. For the higher-risk offender, we need intensive services; for the low-risk offender, minimal or no intervention is sufficient." (Andrews and Bonta, 1998)

***State sentencing laws***

and the overall criminal justice process have an enormous impact on DOC. State sentencing laws which determine who goes to prison and how long they stay are the primary workload drivers for DOC. The average daily population of incarcerated offenders has increased almost five percent each year. The inmate population is growing at a faster rate than the general population.

***The net economics***

of the vast majority of DOC programs is positive when you consider the taxpayer and crime victim perspectives, such as:

- Sex offender treatment programs typically produce about \$4.13 in benefit per dollar of cost.
- Basic education programs typically produce about \$5.65 in benefit per dollar of cost.
- Correctional Industry programs typically produce about \$6.23 in benefit per dollar of cost.

Source: WSIPP

*Offenders are exposed to a range of services and programs in prison. DOC provides constitutionally mandated services such as health care as well as programs that focus on release and transition back into the community. These services help create a safe and humane environment for offenders, staff, and visitors and also help reduce the risk to the community when offenders are released. Many of these programs were implemented as a result of evidence-based practices and show a positive return on investment. (Bogue, et. al., 2004)*

*Some of the more notable services and programs are:*

- Anger/Stress Management
- Chemical Dependency Treatment
- Cognitive/Behavioral Change Programs
- Correctional Industries
- Education Services
- Mental Health Treatment
- Religious Programs
- Sex Offender Treatment
- Victim Awareness Education

*Work Release facilities play an important role within DOC. They provide a safer community environment for certain high-risk offenders moving back to the community.*

## **The Major Goal...**

### **Reduce offender risk to re-offend**

Performance Measure	Past	Current	Target
Output: Average daily population of offenders in correctional institutions.	15,476	16,732	18,181
Output: Number of offenders in Offender Change Programs.	Please see end note C1 on Page 16.		
Output: Number of Community Accountability Boards.	4	12	25
Intermediate: Violent infractions per 1,000 offenders.	123.3	101.5	94.0
Intermediate: Number of offenders who complete chemical dependency treatment.	1,860	4,060	4,250
Intermediate: Number of offenders who complete basic skills education.	9,754	8,025	8,700
Intermediate: Percent of high-risk offenders in work release facilities.	30%	45%	55%
Outcome: Infraction rate for offenders participating in Offender Change Programs.	Please see end note C1 on Page 16.		
Outcome: Employment rate for offenders following release from prison.	Please see end note C2 on Page 16.		
Outcome: Recidivism rate for offenders who participate in Offender Change Programs.	Please see end note C3 on Page 16.		

## **Recent Accomplishments**

Performance measures indicate that DOC has made meaningful progress in its efforts to reduce offender risk to re-offend. In recent years, DOC has increased the number of Community Accountability Boards and offenders that complete chemical dependency treatment and decreased the rate of violent infractions. These output and intermediate outcome measures are important because they provide “snapshots” of short-term results in areas that, based on research, contribute to long-term strategies for reducing offender risk of re-offending.

## **Statewide Risk**

The lack of bed capacity is the greatest threat to the success of this goal. DOC is currently operating at about 1,800 offenders over operational capacity. Overcrowding makes for a more dangerous environment for staff and offenders and makes programs less effective due to the additional stress it places on already limited resources. In addition, the limited capacity for intensive interventions in transition residential programs, such as those found in work release programs, increases the risk to public safety.

## ***The Major Goal...*** **Reduce victimization**

DOC is responsible for supervising over 33,600 offenders in the community. Successful supervision strategies require partnerships between criminal justice stakeholders, victims, and citizens. These partnerships will alleviate the risk offenders pose in the community and reduce future victimization.

### **Strategies for Success**

- **Victims impacted by the release of offenders are provided support by DOC.**

***As a result of objectives such as:***

- ✓ Expand safety planning, such as victim wrap arounds, and resource referral services to victims of violent crimes.
- ✓ Increase visibility and accessibility to victim services.

- **Increased community capacity/resilience for returning offenders.**

***As a result of objectives such as:***

- ✓ Reduce offender homelessness in targeted communities with high populations of returning offenders.
- ✓ Increase local partnerships that support communities acceptance of returning offenders

- **Safety of places is enhanced through strategies focused on high-risk neighborhoods.**

***As a result of objectives such as:***

- ✓ Increase number of Neighborhood Correctional Initiatives (NCI) with a place safety focus.
- ✓ Increasing the rate of apprehension of high-risk offenders who abscond.

### ***Research says***

that “after adjusting for measurement error, individual differences in neighborhood composition, prior violence, and other potentially confounding social processes, the combined measure of informal social control and cohesion and trust remain a robust predictor of lower rates of violence.” (Sampson, et. al., 1997)

### ***Most citizens***

view offender management as the sole responsibility of DOC. However, to effectively mitigate the risk of offenders in the community a variety of citizens must be involved. Individuals who have the most influence on offender behavior, and are therefore most important to reducing new criminal activity, are those who interact and are in proximity of offenders, i.e., friends, family, employers, or just neighbors.

***The net economics*** of the vast majority of DOC programs are positive when you consider the taxpayer and crime victim perspectives, such as:

- Work Release programs typically produce about \$6.16 in benefit per dollar of cost.
- Community-based substance abuse treatment programs typically produce about \$3.30 in benefit per dollar of cost.
- Cognitive/behavioral change programs in a group setting typically produce about \$24.10 in benefit per dollar of cost.

Source: WSIPP

**Research tells us** that “when faced with higher-risk offenders, we need more intensive and extensive services if we are to hope for a significant reduction in the probability of recidivism.” (Andrews and Bonta, 1998)

It is also important that we understand the conditions required for successful programs and services. For example, program success for high-risk offenders can vary depending on offender needs and the availability of integrated and combined treatment programs. (Palmer, 1995) Others have found that correctional programming should be provided close to release and for a sufficient period of time. (Lawrence, et. al., 2002) In addition, the effectiveness of drug treatment, education, and mental health are enhanced when combined with post-release programs, employment, and access to health services. (Lawrence, et. al., 2002)

DOC continues to support efforts to evaluate offender programs that improve our understanding of which programs work best for certain offenders, when are they best provided to offenders, and under what conditions are they most successful.

## **The Major Goal...**

### **Reduce victimization**

Performance Measure	Past	Current	Target
Output: Number of offenders on active community supervision.	63,336	33,619	30,556
Output: Number of neighborhood readiness teams engaged in offender transition.	N/A	15	30
Intermediate: Number of victim protection plans (wrap arounds and safety plans) accepted.	21	193	250
Intermediate: Percentage of high-risk (RMIT) offenders leaving prison with a transition plan that have assigned collaborators.	65%	71%	71%
Intermediate: Average length of (handoff) from date of sentence to intake and start of supervision (in days).	42	38.5	30
Intermediate: Percent of Level 3 sex offenders released from prison without an approved residence.	62%	50%	40%
Intermediate: Length of time high-risk absconders are absent from supervision (in days).		RMA 47.9 RMB 45.9	40
Outcome: Satisfaction of community victim service agencies with DOC transition and victim services.	Please see end note C3 on Page 16.		

## **Recent Accomplishments**

Performance measures indicate that DOC has made meaningful progress in its efforts to reduce victimization. In recent years, DOC has decreased the length of time between sentence and supervision and the percent of sex offenders released from prison without approved housing. These output and intermediate outcome measures are important because they provide “snapshots” of short-term results in areas that, based on research, contribute to long-term strategies for reducing victimization.

## **Statewide Risk**

Decreasing resources for community supervision is the greatest threat to the success of this goal. Implementation of ESSB 5990 resulted in a higher-risk offender population. This change is also accounted for in the lower number of offenders on active supervision anticipated in the future. It is vital that the necessary resources are available to handle these more intense supervision cases. Resource constraints will likely increase future liability costs.



***The Major Goal...*****Enhance organizational capacity and competency**

DOC is engaged in high-liability activities due to the nature and conditions of the work. We recognize that mitigating this liability requires the on-going alignment of organizational resources to match public and legal expectations. Increasing our ability to work effectively and efficiently under these conditions will improve public safety.

**Strategies for Success**

- Recruitment, retention, and training activities ensure that staff are diverse, qualified, competent, and valued.

***As a result of objectives such as:***

- ✓ Increase tools that develop public awareness of DOC career opportunities.
- ✓ Increase relevancy and accessibility of training opportunities for staff.

- Resources are used/deployed efficiently, effectively, and with regard to meeting constitutional mandates.

***As a result of objectives such as:***

- ✓ Adhering to national (American Correctional Association) program standards for facilities and the field to reduce liability.
- ✓ Reduce the rate of growth in health care costs.

- Facilities and offices are safe and secure.

***As a result of objectives such as:***

- ✓ Fully implement the DOC Capital Master Plan.
- ✓ Reduce introduction of contraband in facilities.
- ✓ Ensure staff are trained to respond to emergency incidents.

- DOC data is assured by a robust data and information infrastructure.

***As a result of objectives such as:***

- ✓ Complete the development and deployment of the Offender Management Network Information (OMNI) system.
- ✓ Increase Information Technology infrastructure capacity and connectivity.
- ✓ Fully implement enterprise-wide Information Technology research, development, and architectural planning.

***Research says***

DOC is particularly vulnerable to tort liability for a number of reasons. DOC must deal with a population of individuals who are, by their very history, violence-prone. In addition, staff turnover in these jobs is very significant so that supervisory continuity and management of the population is more difficult. It is not clear that DOC can meet the expectations of the standard established in tort claim laws and with this staffing level. (Tort Liability and Risk Management, 2001)

However, by employing new technology, accountability will increase and offenders will be less likely to “slip through the cracks.” (Justice Information Network Blueprint, 2001)

**External factors** such as the growth in medium/close custody inmates add pressure to the correctional system since DOC does not have the capacity to house all of these inmates. In addition, many staff employed in critical high-risk positions are reaching retirement age or pursuing comparable positions that offer higher pay. Loss of seasoned staff leaves DOC in an increasingly vulnerable position.



**Alternative financing**

may present new opportunities for DOC to meet its short- and long-range capital needs. Programs, such as lease purchase construction, available under current law, and other creative financing mechanisms may enable DOC to meet the growing demand for prison capacity.

**2004 Agency Self Assessment**

This plan addresses several opportunities identified by an agency self assessment. The 2004 assessment points out that DOC could improve results and performance by building better relationships with our external stakeholders, creating more specific employee training, and improving data quality. In these areas, DOC is meeting minimum or moderate Baldrige standards for excellence.

The assessment also indicates that DOC is well positioned and capable of achieving the goals and objectives in this plan. The assessment gave high marks for DOC's leadership, ability to develop a shared strategic direction, and fostering employee well being. In these areas, DOC is achieving steady and consistent results according to the Baldrige standards for excellence.

**Using this plan** to build on successes and focus on opportunities, DOC expects to see a measurable change toward becoming a world class organization in the future.

**The Major Goal...****Enhance organizational capacity and competency**

Performance Measure	Past	Current	Target
Output: Classified employee turnover rate.	9.8	9.1	9.1
Output: Percent of DOC staff from diverse, under-represented groups.	59.6%	58.3%	61%
Output: Percent of employee performance evaluations completed in a timely manner.	41%	46.8%	85%
Output: Number of employees receiving professional certifications.	Please see end note C4 on Page 16.		
Output: Number of facilities/programs that are ACA accredited.	Please see end note C4 on Page 16.		
Intermediate: Information system wait and down time.	Please see end note C4 on Page 16.		
Intermediate: Major infractions per 1,000 offenders.	1,362	999	919
Intermediate: Average medical cost per incarcerated offender.	\$3,447	\$4,066	\$4,800
Intermediate: Average cost per incarcerated offender.	\$23,113	\$23,021 (est.)	N/A
Outcome: Escapes per 1,000 offenders from total confinement.	.63	.58	.55

**Recent Accomplishments**

Performance measures indicate that DOC has made meaningful progress in its efforts to enhance organizational capacity and competency. In recent years, DOC has increased the percent of employee evaluations completed on time, and decreased staff turnover, the rate of major infractions, and the escape rate in facilities. These output and intermediate outcome measures are important because they provide "snapshots" of short-term results in areas that contribute to the long-term success of the organization.

**Statewide Risk**

Diminishing resources dedicated to Information Technology threaten the success of this goal. Moving to a risk-based system for managing offenders requires timely and accurate data and information. Investments must be made to continue upgrading and improving how critical information is provided to staff and partnering agencies.

In addition, the twin challenges of recruiting and retaining excellent staff threaten the success of this goal. DOC faces three significant staffing issues today: lower than average salaries for similar work in both line and support functions, increasing percentage of retirement eligible staff, and the isolated location of several facilities. These issues must be addressed in order to achieve the goals and objectives in this plan.

## Linking to the Priorities of Government

In the Fall of 2002, state government moved to implement the “Priorities of Government” approach to statewide planning and budget development. This approach enables policymakers to focus on making investments to achieve specific results at the highest, or enterprise level, of concern. Instead of focusing on individual agency performance, this process focuses on statewide performance and results.

To better explain the relationship between investments and results, agencies are required to identify general activities necessary to achieve the expected results. DOC is engaged in seven activities that include:

- Confine Convicted Adults in State Prisons
- Education of Convicted Adults in State Prisons
- Healthcare Services for Adults in State Prisons
- Supervise High-Risk Adult Offenders in the Community
- Supervise Moderate-Risk Adult Offenders in the Community
- Supervise Low-Risk Adult Offenders in the Community
- Corrections Core Administration

In the past, DOC has approached planning and budget development from a program or budget driver perspective. Today, the combined efforts of implementing the risk-based offender management and the “Priorities of Government” approach requires DOC to look across the agency to achieve what the public expects.

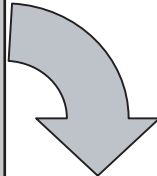
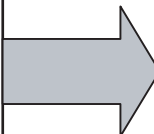

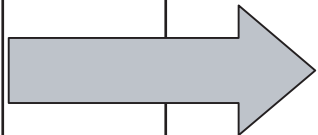
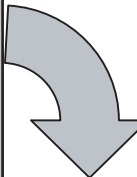
Central to the DOC Strategic Plan is the recognition that the activities such as incarceration and community supervision and their related strategies for improvement are interrelated. Each activity links directly to the overall desired result of improving the safety of people and property in the state. This interrelationship is best expressed in the “so that” or value chain on the following page.

## *The Priorities of*

**Government** initiated in 2002 identified key results for Government to achieve. These include:

- *Improve student achievement in elementary, middle, and high schools*
- *Improve quality and productivity of our workforce*
- *Improve value of a state college or university education*
- *Improve health of Washington citizens*
- *Improve security of Washington’s vulnerable children and adults*
- *Improve economic vitality of business and individuals*
- *Improve statewide mobility of people, goods, information, and energy*
- *Improve safety of people and property*
- *Improve quality of Washington’s natural resources*
- *Improve cultural and recreational opportunities throughout the state*
- *Strengthen government’s ability to achieve its results efficiently and effectively*

**DOC plays an instrumental role in improving safety of people and property. However, many of the activities of DOC also impact other statewide result areas.**

Agency Control		Agency Influence			Enterprise Concern	
Activities	Strategies	Intermediate Outcome	Intermediate Outcome	Intermediate Outcome	Ultimate Outcome	
<ul style="list-style-type: none"><li>● Health care Services for Adults in State Prison</li><li>● Corrections Core Administration</li><li>● Confine Convicted Adults in State Prisons</li><li>● Education of Convicted Adults in State Prisons</li><li>● Supervise High-Risk Offenders</li><li>● Supervise Moderate-Risk Offenders</li><li>● Supervise Low-Risk Offenders</li></ul>	<ul style="list-style-type: none"><li>● Recruitment, retention, and training activities ensure that staff are diverse, qualified, competent, and valued.</li></ul>	Enhance organizational capacity and competency	“So that” 			
	<ul style="list-style-type: none"><li>● Resources are used/deployed efficiently, effectively, and with regard to meeting constitutional mandates.</li></ul>					
	<ul style="list-style-type: none"><li>● Facilities and offices are safe and secure.</li></ul>		Reduce offender risk to re-offend	“So that” 		
	<ul style="list-style-type: none"><li>● Offender behavior is improved through intervention strategies targeting identified risk factors.</li></ul>					
	<ul style="list-style-type: none"><li>● Offender behavior is improved through collaborative strategies involving communities and specific risk management teams in the supervision of offenders.</li></ul>			Reduce victimization		“So that” 
	<ul style="list-style-type: none"><li>● Offender violations are responded to swiftly and with certainty.</li><li>● Victims impacted by the release of offenders are provided support by DOC.</li></ul>					
	<ul style="list-style-type: none"><li>● Increased community capacity/ resilience for returning offenders.</li></ul>					
<ul style="list-style-type: none"><li>● Safety of places is enhanced though strategies focused on high-risk neighborhoods.</li></ul>					Improve the safety of people and property	
MEASURES						
Output Measures	Intermediate Outcome Measures	Retention Rate	Recidivism Rate	Victimization Rate	Crime Rate	

## Performance Measure Notes

Past - Fiscal Year 2002.

Current - Fiscal Year 2004.

Future - Fiscal Year 2007.

C1 - DOC is establishing counting rules and definitions while data is collected.

C2 - DOC is establishing counting rules and working to obtain data elements from a third-party state agency.

C3 - Baseline survey results will be available in Fiscal Year 2005.

C4 - DOC is developing data collection procedures.

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The "So-That Chain" is a concept developed by Public Knowledge, Inc., and presented in their training seminar, "Instituting Performance and Outcome Measures."





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